

# STRATEGIC PLAN 2004



**MARINE CORPS LOGISTICS BASE  
ALBANY**

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## **Letter from the Commanding Officer**

**Marine Corps Logistics Base (MCLB) Albany** is a key logistics planning and provisioning Department of Defense asset, and an essential element of the Marine Air Ground Task Force (MAGTF) Team. This Base directly supports the combat readiness and military effectiveness of the Marine operational forces and the Department of Defense. MCLB, Albany is committed to excellence in everything we do. We recognize the challenge of providing the highest quality Base support services, while working within the realities of today's fiscal and personnel resource constraints. This Strategic Plan establishes our direction, whereby this Base will meet our significant challenges head on, and continue to provide the best quality Base services and support, now and in the future.

This plan sets forth our approach for maintaining the long-term viability of the Base critical logistics assets, both for the Marine Corps, as well as for tenant users of our Base facilities. Through further development of our already strong partnership with local communities, proper management of our resources and special capabilities, and constant awareness of our duty to the environment, we will move forward as the preeminent joint logistics base in the DOD. We will remain committed to high quality of life for our Marines and Civilian Marines, while continuing our focused energies on an ever increasing level of mission performance.

This Strategic Plan also establishes our course for transformation and greater efficiency in our business enterprises and in our customer services interactions. It identifies our strategic priorities for the improvement of base support services, and sets forth performance measures to ensure focus is kept on accomplishment of our goals. This plan is directly linked to the Logistics Command Strategic Plan, and also envisions a set of comprehensive departmental plans which are the action elements that will ultimately ensure the accomplishment of our strategic goals. We will be totally committed to supporting all of our tenant customers, and we will channel all of our efforts toward their highest priorities. This Strategic Plan is our program that focuses and drives the everyday efforts of everyone within the MCLB Albany Command.

I urge you all to enthusiastically support this direction, and dedicate your commitment to the accomplishment of the goals of this plan. I am confident that our efforts, our teamwork, and our common goals will allow us to overcome any potential challenges that may be in the path ahead.

/S/

Colonel Joseph R. Wingard  
Commanding Officer  
Marine Corps Logistics Base Albany

## About MCLB Albany

MCLB Albany is located in the southwest corner of the state of Georgia, in Dougherty County. The Base is located five miles southeast of downtown Albany, and is about a three hour drive from the City of Atlanta. Our Base covers 3,500 acres, and the Base perimeter fence line is about 13.5 miles in length.

The present MCLB Albany was commissioned as the Marine Corps Depot of Supplies on 1 March 1952. The site was selected because the location is far enough from the sea coast (about 300 miles from the Atlantic) to be defensible in case of war, but it is close enough to Atlantic and Gulf of Mexico deep water ports to support logistics operations during war. MCLB Albany is also in close proximity to the major operational Marine Corps bases on the east coast. The Base is located on a well-established rail and highway network, offering access to manufacturing centers, shipping ports, and air transport facilities.

MCLB Albany is home to the Headquarters element of the Marine Corps Logistics Command (MARCORLOGCOM), which is commanded by Major General Mashburn. Within MARCORLOGCOM, there are three operational commands (the Bases of Albany, Barstow, and Blount Island), and there are two Maintenance Center commands (Maintenance Center, Albany and Maintenance Center, Barstow). These five commands within MARCORLOGCOM are each commanded by a Marine Colonel.

Working aboard MCLB Albany, are approximately 700 military from all branches of the services, this includes more than 600 active duty Marines. There are approximately 2100 Civilian Marines and other civilian DoD workers, approximately 190 Civilian contractors, and over 3400 local military retirees. The Base and associated support activities provide approximately \$217.6 Million in annual payroll, we purchase about \$4.2 Million utilities, \$13 Million local contracts, \$13.5 Million facilities contracts, and over \$5 Million local miscellaneous purchases. MCLB Albany's payroll and operations impact, along with local military and government retirees, provide an estimated total annual economic impact on southwest Georgia of about \$500 Million.

The Base is divided into three major areas: Industrial, Command, and Residential. The Command Division includes our two major office buildings, 3500 and 3700. Building 3500 is the headquarters for MARCORLOGCOM and the Base. Also included in the Command area are the exchange, commissary, troop barracks, chapel, Child Development Center, and Marine Corps Community Services (MCCS) supporting buildings. The Command area equates to about 20% of the Base, or 700 acres. The Industrial area is where the Albany Maintenance Center is located, as well as our warehouses and open storage areas. In terms of size, the Industrial area equates to about 40% of the Base, or 1400 acres. In this area, we have first-rate covered warehouse storage that includes 19 warehouses, each over 5 acres in size (*over 4.1 million square feet under cover!*). We also have almost 6 million square feet of paved outdoor storage, and over 26 miles of railroads. Within the residential area of the Base, we have 250 family housing units, excellent bachelor, officer and enlisted quarters, and a large multi-purpose conference center.

Over the past several years, the MCLB Albany has changed considerably. Where at one time our mission was singularly focused on support to the Marine Corps; now we are a host facility to a wide range of tenants, and we provide our services to many. Besides what we do "inside the fence line", our Base Resource Management Department processes travel and military pay for almost 5000 active duty and reservist Marines from across the country. Where once the Marine Corps operated all of our warehousing and storage facilities, the Marine Corps is now the second largest user of storage space, with about 1.6 million square feet of covered space. The largest warehousing and storage operator on Base is the Defense Logistics Agency's, Defense Distribution Depot, Albany, Georgia (DDAG). DDAG manage over 1.9 million square feet. DDAG is the primary source of storage and distribution of secondary repair parts and consumables for our Maintenance Center, and they also stock a wide range of items commonly-ordered by the other services, such as MREs and NBC suits. As such, they are the central warehousing and stock point for several DoD facilities in the Southeast quadrant of the USA. DDAG also performs much

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of the warehousing transportation management functions for all Base tenants. Moreover, they also support two major US Army programs from their stores here in Albany. These programs are the Army Force Provider Program, and the Afloat Prepositioning Program. DDAG performs set assembly for the Army Force Provider Program, which allows for the rapid deployment of items required to establish base camp operations in a deployed environment. The Army Afloat Prepositioning Program is similar to the Marine Corps' Maritime Pre-Positioned Ships (MPS) Program. The Army Pre-Positioned ships are home based out of Charleston, South Carolina, and their containers are shipped here by rail, where they are unpacked, inspected, reordered and reworked as necessary, and shipped back to Charleston.

MCLB, Albany supports a number of other tenants as well. The DoD Humanitarian Assistance Program (HAP) Excess Property Office is supported by the Base. This HAP Office is one of only three HAP offices in the DoD; the other two are located in Okinawa and in Germany. The HAP identifies, collects, and stores supplies and equipment needed to assist in providing humanitarian support operations worldwide. The Albany HAP is assigned responsibility to support both the Southern Command (SOUTHCOM), and the Central Command (CENTCOM). In addition to sending items to Afghanistan and Iraq, they have been providing medical supplies to our hospital ships, USS Mercy, and USS Comfort.

Also, the US Air Force (USAF) uses over 80,000 square feet of covered warehouse space here in support of their Expeditionary Airfield Programs; Harvest Eagle, and Harvest Falcon. The USAF builds deployable, modular air transportable airfield equipment sets here in Albany. The Harvest Falcon deployable airfield equipment set consists of equipment and support gear to maintain up to 1,100 people in a deployed environment that provisions for housekeeping, industrial operations, initial flight line, and follow-on flight line requirements. The Harvest Eagle sets are similar, but are designed for 550 person deployed operations. Housekeeping sets include billeting, food service, and sanitation and support services required to support deployed personnel. Industrial operations sets include assets necessary to provide base utilities and infrastructure. Flight line sets support aircraft and runway operations. Harvest sets are intended primarily to support contingency operations, but may also be used for humanitarian purposes.

We also have two USMC Reserve (USMCR) activities as Base tenants, and there has been a MILCON project submitted for a joint and combined National Guard/USMCR Headquarters Building to be constructed here on the Base. It would contain an armory, motor pool, and headquarters office space. Our Base is also involved with several public/private partnerships. This includes our Child Development Center, which partners with the State of Georgia to provide classroom space for the Georgia Headstart Program. We also partner with the Millennium Center, a family drug rehabilitation program located in nearby Cuthbert, by providing recreational opportunities to their residents. The Albany Maintenance Center partners closely with United Defense LLP for AAV hull preparation, and with Oshkosh Trucking for parts availability and service consultation. MCLB Albany facilitates these important relationships by providing the needed facilities and services for their operation.

Finally, MCLB Albany is home to the Albany Marine Band, of which we are very proud. This Marine Band has been internationally recognized for their musical and marching talents. They have played in Scotland for the Queen's Tattoo, in Canada, Newfoundland, Puerto Rico and across the USA. Our Albany Marine Corps Band played for over 500,000 people in 2003.

## MCLB Albany Mission, Vision and Commander's Intent

**MCLB Albany** is a key part of the fifth element of the MAGTF. The Base supplies effective and efficient infrastructure support and services providing for our families and contributing to the logistical readiness of the Marine Corps. Our major tenants and Marine Corps Logistics Command provide the hardware and materiel deployed units must have to function as integral parts of the operating forces. MCLB Albany is the platform for enabling and sustaining all our tenants in the accomplishment of their mission as part of the supporting establishment.

### Commander's Vision

To expand the Bases' Joint nature that has evolved over the past several years, into the development of a Marine Corps Joint Logistics Base where the military, civil service, and contractor team work together to provide the most efficient logistics support available to the Department of Defense, while enjoying a quality of life second to none. The Marine Corps Joint Logistics Base will further take advantage of our great community relations, expansion potential, and lack of encroachment issues to open itself to Joint logistics initiatives, experimentation, systems standardization/testing, and training.

### Commander's Intent

To embrace the joint nature that has developed at MCLB Albany over the past several years, to advertise this Jointness, and expand this Jointness further in the development of a Marine Corps Joint Logistics Base where the military, civil service, and contractor teams work together to provide the most efficient logistics support available to the Department of Defense (DoD), while enjoying a quality of life second to none.



Figure 1



MCLB Albany is facing the most significant challenge in its history. We are experiencing a significant decline in resources with no reduction in the scope of the Base mission. In fact, our mission is expanding and becoming more joint in nature. This Strategic Plan outlines how we expect to meet this challenge by establishing strategic goals, and linking these goals to our balanced scorecard measures in order to provide a structured process for the successful implementation of our objectives. This approach provides the techniques and the structure to help us transform our Base and ensure that we continue to provide the highest quality products and services possible. The Marine Corps and all of DoD are experiencing a time of rapid global change, and we must be prepared to function effectively in a dynamic and highly technical operating environment. It is clear that the base support requirements are also changing rapidly and everything is becoming more complex. This requires all of us to learn and evolve through effective planning, and focused management of our operational functions, to ensure that the customer receives relevant and effective support. This Strategic Plan, and the tools and techniques that it puts forward, envisions a different and more effective base by providing a common vision, clear goals, and appropriate tools to manage the process .

### **Strategic Planning and the Balanced Scorecard**

In the past, the majority of strategic plans which sought to transform organizations were not successfully implemented. What was lacking was a mechanism for effectively executing the strategy. There are five key principles required to effectively execute strategy:

1. Translate the strategy into operational terms
2. Align the organization to the strategy
3. Make strategy everyone's everyday job
4. Make strategy a continual process
5. Mobilize change through strong effective leadership

The "Balanced Scorecard" addresses these key principles and is a proven strategic management method which mobilizes everyone in an organization to fulfill the mission and achieve long-term strategic goals. The Balanced Scorecard uses four dimensions or perspectives to translate strategy into operational terms. Four scorecard perspectives have been identified as the fundamental cause and effect factors of strategic management. These are:

- Workforce Growth and Learning
- Financial
- Internal Processes
- The Customer

In each perspective area, strategic objectives and performance measures are identified and used to drive achievement of the strategic goals. The Balanced Scorecard serves as the window to the strategic plan and is used to communicate the overall strategy to every individual in the organization. The individual job goals of every person in the organization are linked to the organization scorecard and successful implementation of strategy thereby becomes everyone's job. In this manner, the Balanced Scorecard becomes a powerful leadership tool to mobilize change and transform all key aspects of an organization.

### **Tying It All Together**

Our Base scorecard reflects the strategic objectives and performance measures which are aligned with, and support the accomplishment of our strategic goals. We anticipate that the balanced scorecard will cascade down two levels to all Departments and Divisions. In this way we can ensure operational alignment and effective performance measurement and management throughout the organization. The strategic themes and goals described in this plan reflect the areas we must focus on to fulfill our mission and effectively support our tenants and customers. As we transition to more cost effective organization, we also will transform every key aspect of the Base operation to provide highly effective base support. Most importantly, we will ensure the future viability of MCLB Albany as a highly effective logistics support base for the Marine Corps and indeed for all of the DoD.



Figure 2



## STRATEGIC THEMES

There are six overarching themes in MCLB Albany's Strategic Plan.

**Safe and Secure** – In these times of change, it is more important than ever to be aware of the need to be vigilant in our daily lives and with our daily work processes. The safe and secure theme encompasses security, fire protection and environmental awareness. This directly involves the professional oversight of the Provost Marshal, Fire Department, Risk Management, and the Environmental Branch, but this theme is also very much one of personal responsibility; personal responsibility in respect to working and living in a safe environment, but also personal responsibility in the context of fire safety, environmental, and security awareness. Safety and security is the responsibility of all.

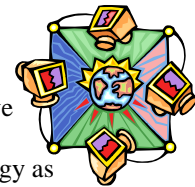


**Jointness** – Our Base has much to offer to others within DoD, and to those working closely with us from the private sector. We have several other DoD tenants here, and it is our aim to continue to develop diversity. We will never forget our dedication to the Marine Corps, but from our perspective as base service and support experts, we understand that our ability to effectively and efficiently support the Marine Corps is also directly transferable to others who require similar support. We will embrace growth and we will actively seek new customers.

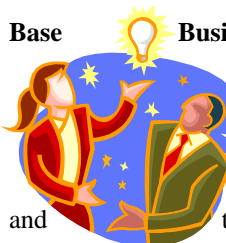
**Public Education** – We want the best for MCLB Albany in all respects and this includes doing all that we can to assist in making this a Base where Marines and Civilian Marines want to be stationed. This is the highest priority quality of life program for this Base. We will work toward ensuring our dependents have the highest quality education possible. This will include providing what assistance we can to local educational development efforts, but will also include working toward developing our own educational opportunities aboard the Base. In addition to the primary goal aimed toward dependent education, we will dedicate resources toward opening up educational opportunities for our Marines and Civilian Marines.



**BRAC-05** – We understand that this Base must prove that the value we add to the Marine Corps, and to the DoD, must be greater than the cost we represent. We will focus efforts on providing accurate and timely answers to BRAC data calls, because we know that what we have accomplished already will speak for itself. In this regard, we will provision for adequate resources support in the BRAC Office. This includes both personnel and information technology as needed.



**Marine Corps Community Services (MCCS) Programs** – Our MCCS services have reached a point in their development where reassessment and review is appropriate. We will provide focus and attention to these vital programs to ensure that they are relevant, that they provide the right services to the right people and that they provide this at a fair and economically viable cost. We understand that many MCCS services are to be operated at least at break-even levels, and we will undertake to determine the value of those services that may not be meeting their costs. For those services we will either work to make them solvent, or we will replace them with other services that may be more in demand. We will work to be a customer directed service provider, and our aim is to provide the highest quality of life services and support possible.



**Base Business Practices** – We understand that the pace of change within DoD is rapid, and this pace requires continuous improvement in every aspect of Base operations. We have established a goal of reaching greater management effectiveness and cost efficiency by institutionalizing leading edge management systems and processes. We will use proven techniques such as balanced scorecard, performance measures, and activity based cost/management systems to effectively manage our cost and performance. We will actively seek to develop our workforce and to use information technology to optimize our efforts.

## **STRATEGIC THEME: SAFETY AND SECURITY**

**STRATEGIC GOAL 1:** Improve safety and security for the entire Base community, through training, inspection, infrastructure improvement and environmental appreciation.



### **BACKGROUND**

Providing safety and security for MCLB Albany has become increasingly important. Anti-terrorism and force protection are important aspects of this goal, but also included within this, is quality of life for the hundreds of base employees, visitors, and residents. We must always aim to balance our safety and security initiatives while preserving personal rights and freedoms. Our joint tenants must be able work in confidence that their offices and workplaces are safe and secure. In this goal, MCLB Albany is inextricably linked to the local community. In the event of an emergency, we will be using community services as well as our own, so it is imperative that all public safety and emergency response initiatives be joint Base-Community efforts.

### **DESIRED OUTCOME**

Our primary goal is the constitution and maintenance of a high level of force protection and security in support of the readiness of the operational assets, equipment, and personnel located aboard the Base. Our goal is to utilize advanced technology and proven and practiced procedures, to provide a high level of security while preserving reasonable access, movement, and a feeling of openness and personal freedom. We recognize that safety and security are the concern of all and we will strive to educate and train every one, so that all are aware and alert to safety and security issues. MCLB Albany, along with the local community, will work together to develop and agree on response activities and functional responsibilities. These several plans and agreements will be formalized in memorandums of understandings, or memorandums of agreement. All Base military police personnel and emergency response personnel will have advanced training and skills, and will be completely equipped with the latest chemical and biological gear. We will enhance our safety and security in all areas; this includes, work processes, motor vehicle safety and awareness, environmental excellence, fire safety, and the safety and security of operational supplies and equipment of all tenants.

### **IMPROVEMENT STRATEGIES**

- We will use technology to the extent possible to ensure our community is a safe and secure living and working environment
- We will utilize operational performance measures to ensure that all of our program practices are safe and environmentally sound
- We will ensure that workplace safety is embedded as a standard business practice
- We will ensure that motor vehicle safety is a paramount concern of our Base community
- We will ensure that all within our community understand their responsibilities with respect to the safety and security of others, and in this respect, we will conduct periodic inspections, and an annual survey to measure and improve the community perception of safety, security, and environmental awareness.
- We will actively solicit and work with the local community to ensure viable emergency plans are developed, and endorsed.



### **STRATEGIC OBJECTIVES**

- Strengthen safety and security.
- Promote a lifestyle of safety.
- Maintain critical infrastructure.
- Enhance the environment.

## STRATEGIC THEME: JOINTNESS

**STRATEGIC GOAL 2:** Expand our joint services support capabilities through enhancing our current customer support and our new customer development

## BACKGROUND

MCLB Albany is a service and support base for operations in support of the USMC, and for other DoD components. Recently, the Base has also become involved with public/private opportunities that directly assist the mission of this command. It is clear that future Base operations will rely heavily on joint use arrangements, contracted activities, and mutually beneficial business arrangements with commercial firms, to help us ensure that we are implementing the most efficient and effective alternatives available for mission accomplishment. We will take the lead in developing our joint services with existing customers, and will actively promote and develop new opportunities for joint and combined activities that help us, to help others most effectively carry out our respective missions.

## DESIRED OUTCOME

Our primary goal is to ensure that we are offering the best service and support to our existing customers. Expanding our operations with existing customers continues to be our number one priority because this will serve to meet our goals as well as being a direct assist to our existing customer base. New customers are also to be identified and welcomed. In these development efforts, we will operate as if there were no constraints upon resources or services. If we identify an existing customer need, we will work to develop the resources needed to support this requirement.

## IMPROVEMENT STRATEGIES

- We will use technology to the extent possible to ensure that we are meeting all current needs and preparing for future requirements.
- We will utilize operational performance measures to ensure that all of our services meet the customer requirements, and also so that we can prove our expertise to potential new customers.
- We will measure our reimbursable revenue stream, and use this as an indicator that joint customers are choosing to be tenants aboard this Base.
- We will actively solicit growth opportunities, and we will embrace public/private sector sharing and contracted activities development if these methods can better serve the customer.

## STRATEGIC OBJECTIVES

- Increase customer satisfaction
- Increase revenue streams



## **STRATEGIC THEME: PUBLIC EDUCATION**

**STRATEGIC GOAL 3:** Assist local efforts to improve public education for our dependents and promote educational and training efforts.

### **BACKGROUND**

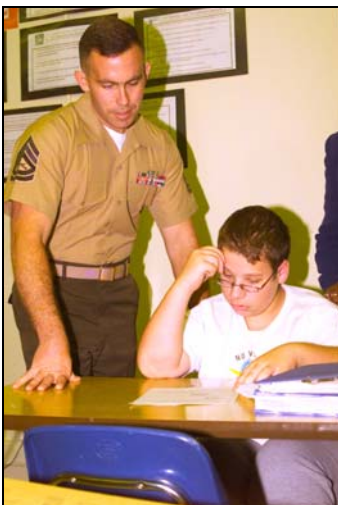
MCLB Albany recognizes that educational and personal development opportunities are paramount concerns to Marines and Civilian Marines who are either stationed here now, or contemplating a move here. For these individuals, the public school educational opportunities for dependents are a critically important element to the overall quality of life experience of this Base. Additionally, the opportunities for personal educational growth and development are also important. It is recognized that MCLB Albany can be influential with respect to local community decisions, and in this regard, we will do all possible to help ensure that local public school educational opportunities are on par with other parts of the country. If it is determined that Base efforts to improve local public schools are not sufficient, then the Base will pursue other channels to provide a quality education for our dependents. Additionally, MCLB Albany will work with local institutions of higher learning to ensure quality programs are available for our Marines and Civilian Marines.

### **DESIRED OUTCOME**

Our primary goal is to ensure that this Base is doing all that we can to influence the local public schools to provide quality education for our dependents, and for the local community at large. To the extent possible, we aim to persuade and inspire through our direct and indirect assistance, and through parental involvement. We want the public schools of our local community to be among the best in the nation, so that our Marines and Civilian Marines, and their dependents, have every opportunity to grow and develop to their full potential.

### **IMPROVEMENT STRATEGIES**

- We will use the influence of the Base to ensure that local decision makers understand our concerns and our priorities.
- Through quantitative measurement, we will measure the local schools against best-in-class schools, and we will also counsel our Marines and Civilian Marines as to the best local schools to attend, or to send their dependents to.
- We will budget resources into education offices, and we will actively pursue all alternatives available to us to ensure that the highest quality educational opportunities are available.
- We will measure first term Marine retention as an indicator that Marines have experienced an acceptable QOL level, and that they personally have also pursued and attained adequate levels of training and development opportunities to render them eligible for reenlistment.
- We will staff the billet of School Liaison Officer, and aggressively use this billet as a point of contact for all matters relating to public schools.



### **STRATEGIC OBJECTIVES**

- Improve public educational and training opportunities.





## **STRATEGIC THEME: BRAC 05**

**STRATEGIC GOAL 4:** Ensure adequate technology is fielded and that resources are made available for BRAC data calls.

### **BACKGROUND**

MCLB Albany recognizes that the Base Realignment and Closure (BRAC) initiative will require intensive effort from all involved with it. The DoD is going to close several Bases, and it is incumbent on our Base community to focus efforts towards making our Base profile clear. We know that our value far exceeds our costs, and we also understand that this needs to be proven to others.

### **DESIRED OUTCOME**

Our primary goal is to ensure that all data calls are answered honestly, clearly, accurately, and on time. It is important that we develop processes and procedures to respond quickly and uniformly to higher level data calls. In this regard, resources will be expended on those technologies and processes that offer efficiencies of response, information storage and retrieval, and/or that will assist in documenting our Base profile.

### **IMPROVEMENT STRATEGIES**

- We will work closely with the Marine Corps Logistics Command's BRAC Office to ensure that data calls are received, understood, and responded to expeditiously.
- We will work closely with the local community to ensure that our local facts and figures accurately reflect the local community.
- We will develop data gathering and warehousing processes to ensure that our processes are quantified, documented, and retained.
- We will allocate resources as needed into the BRAC office.

### **STRATEGIC OBJECTIVES**

- Capitalize on our military value.
- Ensure data calls are complete, accurate and on-time.





## **STRATEGIC THEME: MCCS**

**STRATEGIC GOAL 5:** Review Base Quality of Life (QOL) activities and ensure MCCS remains focused on meeting the QOL needs of the Base while operating at appropriate cost levels.

### **BACKGROUND**

MCLB Albany recognizes that our MCCS programs, whether they are directed toward recreation and sports or toward personal services, need to be customer driven and economically viable. It is important that we continuously review and revitalize all of our QOL programs to ensure that they meet the needs of our constantly changing Base community. Some programs may have outlived their usefulness, in some cases the cost of providing this service may not justify program continuation or there may be some services available from alternative sources that may better meet the need. The MCCS Departments are reviewing all of their programs to ensure that fundamental Base community needs are being met, and that economic viability is factored into program decisions. Where programs and services are shown to be essential for QOL reasons, but where these programs may not be meeting all of their cost, the Base will endeavor to supplement MCCS funds in order to ensure that essential QOL standards are maintained.

### **DESIRED OUTCOME**

Our primary goal is to ensure that needed programs and services are provided, and that the programs and services which are not needed, are eliminated.

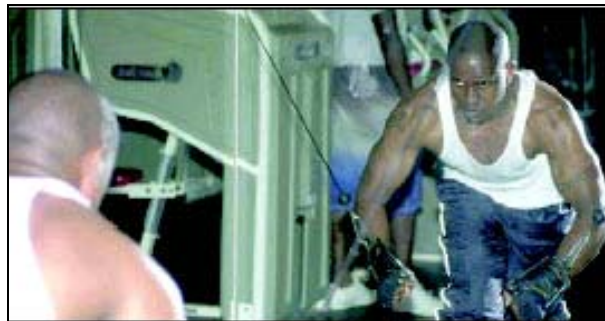


### **IMPROVEMENT STRATEGIES**

- We will review all programs and services to ensure they are needed.
- We will measure our customer satisfaction levels and work to enhance the products and services that the customers identify as needing improvement, and we will aim to provide new products and services that are identified as needed.
- For those programs that should be self-funded, we will review economic and customer data. Base supplemental funds may be used for those programs that are determined to be needed, but which don't pay for themselves.
- Local community resources will be surveyed to determine if products and services offered by the local community can more effectively meet the needs of the Base.
- Business development initiatives will be encouraged and fully supported by the Base. Any revenue development opportunity that shows high potential for profitability may be pursued. Any profits from new business development will be returned back into the MCCS program to help fund existing or new programs and services.

### **STRATEGIC OBJECTIVES**

- Improve QOL
- Improve work processes
- Increase revenue streams



## **STRATEGIC THEME: BUSINESS PRACTICES**

**STRATEGIC GOAL 6:** Improve our work processes, develop new revenue, and optimize our workforce.

### **BACKGROUND**

Our business processes have been evolving at an increasingly rapid pace. This rapid business change will force our people to learn and apply process improvement initiatives across all functions. The process improvement changes will impact all areas of our business, to include our financial processes, our customer interactions, our training and learning needs, and our internal processes. It is incumbent on all of us to assume responsibility for understanding and optimizing the way of doing business. We will ensure that all MCLB Albany staff knows their individual quality and performance measures and how their contributions roll up to ensure that the overall LOGCOM mission is accomplished. We will develop and maintain processes that can be held up to any level of scrutiny, and which can be seen to be the most efficient when measured against best-in-class programs, or competitive offerings. Finally, MCLB Albany is committed to workforce development and learning, and will proactively influence the growth of Base employees through the use of individual development plans (IDP). To reinforce the Base commitment to learning and growth, MCLB Albany will work with LOGCOM to help ensure that educational assistance for both Marines, and Civilian Marines, is made available for appropriate and approved courses of instruction.

### **DESIRED OUTCOME**

Our primary goal is to ensure that our processes and our customer services are as efficient and effective as we can make them, and that our customers receive the quality they both expect and deserve. Inherent in this outcome is the need to measure ourselves, and to establish goals and objectives to serve as our targets. We will ensure that our people are the best, and that they are equipped with the training and tools to ensure their success. In this respect, it is incumbent on all Base managers to develop and agree on individual development plans for all Base staff.

### **IMPROVEMENT STRATEGIES**

- Our business and financial goals and objectives are clear and understood by all.
- We will validate our current processes through clear and quantifiable performance measures.
- We will embed the tools and process to help ensure our continuous business improvement.
- We will continuously challenge and validate the activities and costs of our processes.
- We will implement balance scorecard performance reporting at Base and Departmental levels.
- We will create and follow Individual Development Plans.

### **STRATEGIC OBJECTIVES**

- Improve work processes.
- Create a positive employee climate.
- Promote human capital management.
- Achieve budgetary balance.
- Optimize operating costs.

